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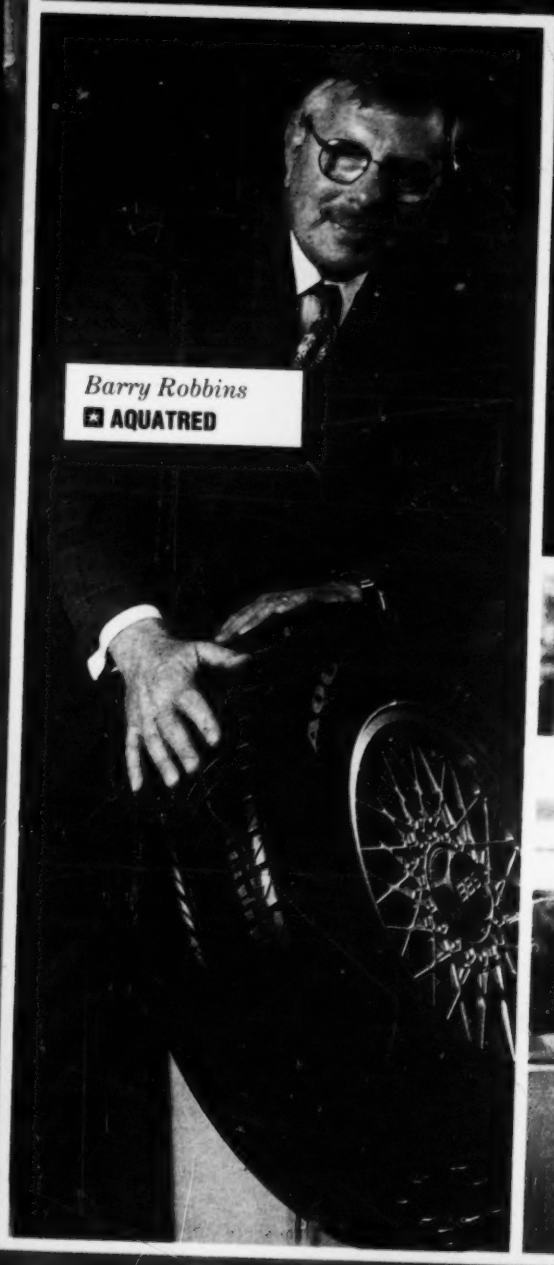

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P&G plotting major push for Citrus Hill with calcium

'New England Journal' report due out this week

By Jennifer Lawrence and Pat Sloan

Procter & Gamble Co. is poised to relaunch Citrus Hill Plus Calcium orange juice using breakthrough findings of a medical study that could provide a marketing platform for health claims.

Results of the three-year study conducted by the Indiana University School of Medicine will be published in this week's issue of the *New England Journal of Medicine.* A news conference is planned for midweek.

"I can only confirm that we are working in partnership with Indiana University on a three-year study to measure the beneficial effects of our form of calcium in children," a P&G spokesman said.

P&G Chairman-CEO Edwin Artzt is said to be behind the Citrus Hill Plus Calcium push—possibly as a result of the success of similar fortified beverages in Japan.

Until now, P&G appears to have been reluctant to leverage the product's health benefits. It's still unclear whether P&G is willing to make health claims in advertising or simply rely on the media to raise the issue of calcium benefits.

Citrus Hill Plus Calcium, which rolled out nationally in 1987, uses CCM, a highly absorbable form of calcium found only in P&G beverages. CCM, or calcium citrate malate, is known to be more "bio-available"—more readily absorbed by the body—than regular calcium and, unlike regular calcium, doesn't block iron absorption.

Researchers familiar with the Indiana University study say that P&G's calcium delivery system will be shown to be superior to regular calcium in building bone density in young children.

P&G is said to be readying a major marketing push for Citrus Hill Plus Calcium, and it may be based on results of the study. A print campaign will test in a Midwestern city, possibly to assess consumer response to the brand's health benefits before national ad rollout. N W Ayer, New York, is the agency.

Citrus Hill Plus Calcium is expected to get a major marketing push.

The Indiana University study, partially funded by P&G, is likely to show that CCM calcium benefits the whole family. Dubbed the "twins study," the project involved 60 sets of identical twins. One twin received CCM in tablet form and the other received the Recommended Dietary Allowance for calcium. Bones in the twins who got CCM appeared to be denser and, therefore, possibly stronger than the twins who got regular calcium.

The significance of the study revolves around mounting evidence that by developing stronger bones in childhood through increased calcium intake, the risk of fragile bones, or osteoporosis, later in life may be reduced.

The study could help P&G position Citrus Hill Plus Calcium as a drink that benefits the whole family, with a patented ingredient not found in any other brand of orange juice.

The anticipated marketing push behind the product could help revive the Citrus Hill brand.

Citrus Hill, the No. 3 orange juice, took a severe hit in April 1991 when the Food & Drug Administration seized Citrus Hill Fresh Choice, as it was then called, from a Minneapolis warehouse.

The FDA and P&G had been arguing for months over the use of the term "fresh" on the product's label because the orange juice was made from concentrate. P&G refused to budge until the seizure. The brand name was changed back to Citrus Hill, but the company suffered embarrassment and the brand has been languishing.

In 1990, Citrus Hill had a 9.8% share of the total orange juice market for the 52 weeks ending May 19. By March 1991, the brand had slipped to an 8% share,

(Continued on Page 36)

O&M taps ad veteran O'Brien to service Ford in Europe

By Laurel Wentz

LONDON—Veteran ad executive Wally O'Brien is joining Ogilvy & Mather to give the agency more firepower for its biggest account in Europe.

Mr. O'Brien takes the new post of executive client service director in charge of Ford of Europe.

The appointment signals O&M's intention to step up service on Ford, which provides an estimated $250 million in European billings for the agency.

At the same time, O&M is setting up a Strategic Action Group to offer strategic advice and business-building ideas that go beyond traditional advertising. Initially, the group will work only for Ford.

Charlotte Beers, O&M's recently named chairman-ceo, introduced Mr. O'Brien to the agency. The two previously worked together at J. Walter Thompson USA, Chicago.

"I'd already been casting the net out inside and outside the company for this job," said G. Kelly O'Dea, O&M executive director of worldwide client service, to whom Mr. O'Brien will report. "During a meeting, Charlotte said, 'Wait a minute, I think I know a guy,' and she introduced me to Wally."

Mr. O'Dea has had primary responsibility for the Ford account until now.

Asked why he accepted the post, Mr. O'Brien said: "A lot of things seemed to come together. It was a chance to rejoin Charlotte, who has a very special kind of leadership, and cars are a passion of mine along with advertising."

O'Brien

Mr. O'Brien worked most recently as a consultant in the U.S. Although his office was in New York, he described his base of operations as "roving."

He was chief operating officer of the Dallas-based Promotion Network in 1990 and '91; before that, Mr. O'Brien was president of Hill, Holliday, Connors, Cosmopulos' New York office. Earlier, Mr. O'Brien was a founder and ceo of the RSCG-backed agency O'Reilly, O'Brien & Clow in New York.

During his 24 years earlier at JWT, Mr. O'Brien was president-U.S. and vice chairman-multinational service at J. Walter Thompson Worldwide, where he worked on Ford, Nestle, Unilever, Kraft and IBM Corp.

He will also be involved in the new Strategic Action Group, to be headed by Mark Hider, who becomes worldwide director. Mr. Hider, previously head of the planning department at O&M's London office and worldwide head of planning on Ford, has spent the past two years setting up a Dealer Advertising Association for Ford in the U.K.

The new group will offer more long-term thinking beyond advertising, Mr. O'Dea said.

O&M will get no additional compensation from Ford for the Strategic Action Group, Mr. O'Brien said, explaining, "This is part of our commitment to Ford."

"More clients are asking for more help from their agencies, realizing the world doesn't revolve around just ads anymore," Mr. O'Dea said. "What we're trying to do is not only respond to client needs but anticipate them. We think they will increasingly ask agencies to become reinvolved in the total process of their business."

For example, when Ford introduces a new car, instead of just doing the launch ads, O&M would also get involved in how to sell the old models first, he said.

If the group is successful, Mr. O'Dea said, O&M will look at using it for other clients next year. □

ConAgra, Kraft start cheese war

By Julie Liesse

ConAgra is arming for another head-to-head battle with Kraft General Foods, this time striking at the heart of Kraft's business: its $2 billion cheese franchise.

ConAgra's Beatrice Cheese unit is churning the waters with a new 30-item line of Healthy Choice fat-free cheeses. But the nation's top food companies will soon be at war, as industry insiders say No. 1 Kraft won't be far behind with an expanded line of fat-free cheeses.

The Healthy Choice line includes virtually all of the nation's most popular cheese products, from American cheese slices to chunk cheese, shredded cheese, string cheese and loaf cheese.

"It's a very aggressive product line," said Julie O'Malley, product manager. "But the important thing is that these are the mainstream American cheese items—not specialty items or flavored items. And all categories are represented."

ConAgra has just started selling the Healthy Choice products to retailers and expects the line will be national by the fall.

The introductory campaign for the cheese line, breaking by fall, will go under Healthy Choice's "The choice is yours" umbrella campaign and will include network TV, network radio, magazine ads, free standing inserts, couponing and consumer promotions. Campbell-Mithun-Esty, Minneapolis, handles Healthy Choice.

The cheese products join a burgeoning Healthy Choice lineup that also includes frozen dinners, entrees, breakfasts, an egg substitute, ground beef, canned soups, spaghetti sauce, ice cream, lunch meats and hot dogs.

Spending for the cheese products will boost total Healthy Choice marketing spending to more than $100 million in the coming year, Ms. O'Malley said, though she wouldn't specify what portion of that would be spent specifically on cheese.

ConAgra's 30 Healthy Choice cheese items may beat Kraft to market.

The $5 billion cheese category has been in decline for the past few years, with chunk and American cheeses suffering the most.

"This is a massive introduction for the cheese category and certainly for us," Ms. O'Malley said. Beatrice Cheese is a relatively small player in branded cheeses, primarily with its County Line brand in the Midwest, and is a major producer of private-label cheeses.

"We don't think fat-free cheeses

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LAST MINUTE NEWS

Audi may review $25M account

WOLFSBURG, Germany—Volkswagen-owned Audi is considering a review of its $25 million German account, now at BBDO, Duesseldorf. No agency has been invited to pitch, but Audi has spoken to Saatchi & Saatchi Advertising, Frankfurt, and several other shops.

McElligott to show up for work

PARIS—Tom McElligott said he's returning to work July 7 at the Minneapolis agency he co-founded two years ago, despite his partners' efforts to oust him while he was a judge at the International Advertising Film Festival in Cannes two weeks ago. Mr. McElligott emphasized he's still chairman, ceo and creative director of McElligott Wright Morrison White, and owns, with partner Claire Canavan, 58% of the agency. Mr. McElligott was already planning to leave the agency gradually but didn't expect his partners to try to get rid of him while he was overseas. "It's like Mom

(Continued on Page 8)

Automakers focus on service

Customer care comes to forefront of marketing efforts

By Raymond Serafin and Cleveland Horton

Building a good product and strong image are no longer enough to win the automotive wars. With product quality close to parity, customer service is emerging fast as a key marketing battleground.

"This is going to be a make-or-break issue for a lot of automakers," said Ray Ketchledge, president of Sandy Corp., a consultancy that developed a weeklong training program for Nissan Motor Corp. USA's Infiniti dealers and their staffs.

Infiniti and Toyota Motor Sales USA's Lexus division have established new industry benchmarks for coddling luxury car buyers, who've traditionally received out-of-the-ordinary attention anyway.

Now, General Motors Corp.'s Saturn subsidiary and other companies are redefining the standard for treating buyers of lower-price, mass-volume vehicles.

Saturn finished third, behind first-place Lexus and No. 2 Infiniti, on the 1992 Customer Satisfaction Index put together by J.D. Power & Associates. Power surveyed car buyers on both product quality and dealer service.

"It costs you five times as much to get a new customer as to keep an old one."

The high finish, just above No. 4 American Honda Motor Co.'s Acura division and No. 5 Mercedes-Benz of North America, gives credibility to Saturn's efforts, which include an attempt to eliminate price haggling and the unusual step of replacing 1,800 cars after a coolant mix-up.

Chrysler Corp., whose brands all finished below industry average on the Power index, is putting $30 million behind a massive training effort to improve the way its dealerships handle shoppers and owners.

Chrysler's Customer One program is an attempt to "change the entire dealership culture" in preparation for the company's most important new-product launch in a decade, the midsize Chrysler Concorde, Dodge Intrepid and Eagle Vision sedans making their debut this fall, said Theodor Cunningham, Chrysler's exec VP-sales and marketing.

"If we can't deliver the kind of service today's automotive customers are looking for, the best cars in the world won't make a

(Continued on Page 33)

'The New Yorker' enters Tina Brown era

New editor must keep alive title's reputation while adding new flair

By Scott Donaton

It was a move that shocked the publishing world, and the aftershocks are not over.

Tina Brown, named editor-in-chief of *The New Yorker* last week, is expected to respect the magazine's traditions but may be less in awe of its past than her predecessor. And that could help ensure the venerable weekly's future growth.

The 38-year-old Ms. Brown, who takes over Advance Publications' staid, 67-year-old literary institution, leaves the same post at its glitzy pop culture sister magazine, *Vanity Fair*, effective this fall.

■ **James Brady was at the Four Seasons when *The New Yorker* news broke—Page 23.**

The British-born editor succeeds Robert Gottlieb, who resigned after five years at *The New Yorker's* editorial helm, following clashes with Advance Chairman S.I. Newhouse Jr. over the magazine's direction.

While Mr. Newhouse believes *The New Yorker* must evolve to survive, Mr. Gottlieb has made only minimal changes during his tenure and balked at taking the next step.

Ms. Brown is often credited with bringing *Vanity Fair* back from its deathbed to become one of the industry's hottest magazines. She's now charged with an even more difficult task: revitalizing *The*

(Continued on Page 34)

Illustration by Chris Tuscan in the manner of Rea Irvin

Brown's mission: 'Some new blood, some new thoughts'

Tina Brown was named editor in chief of The New Yorker *last week, becoming the fourth person ever to hold that title. She replaces Robert Gottlieb, who resigned, citing differences with S.I. Newhouse Jr., chairman of parent Advance Publications. Ms. Brown spoke with* Advertising Age *Reporter Scott Donaton about the challenges and opportunities that lie ahead as she prepares to take the reins at one of the U.S.' most-watched publications.*

Brown

Advertising Age: *Robert Gottlieb not only wouldn't go on sales calls, he didn't meet once in five years with advertisers to explain his editorial vision of* The New Yorker. [New Yorker *President] Steve Florio has indicated you may do more of that.*

Ms. Brown: Well, Steve hopes I will. Basically, I won't have the time. I will probably have an occasional lunch, as I have with *Vanity Fair* advertisers. But I have in him a very good president and in Lynn Heiler an excellent publisher. *Vanity Fair* only needed me to do those things because it was in so dire a predicament and nobody really understood what it was trying to be, whereas everybody's quite clear what *The New Yorker* is. I don't meet [now] with advertisers on any kind of a

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How Casadevall won at Cannes

'Nuns' culminates whirlwind first year as hot Spanish shop racks up $100M in billings

By Laurel Wentz

A year after opening its doors, Barcelona agency Casadevall Pedreno & SPR has built up a formidable new-business and creative reputation that culminated in winning the Grand Prix at the International Advertising Film Festival at Cannes last month.

The winning commercial for Talens rubber cement, titled "Nuns," is a sweetly innocent tale of nuns giving an unforgettable demonstration. The agency also picked up a Gold Lion and two Bronze Lions.

Talens, a Dutch company, is now considering running the award-winning spot in other European markets besides Spain, said Luis Casadevall, president and creative director of the agency.

"It's a possibility," he said. "The client has to decide. Maybe in July."

"Nuns" combines a striking idea with an execution that makes a potentially sleazy scenario tenderly innocent. In the spot, two nuns in a convent pass a stone statue of a cherub and note with consternation that his tiny penis has broken off. They take the bit of stone, wrapped carefully in a handkerchief, to their reverend mother. She solemnly glues it back on—upside down. After she departs, a younger nun reattaches it correctly.

The commercial illustrates that rubber cement is flexible, allowing for correction if something isn't glued properly the first time.

Talens initially had reservations about running the commercial in staunchly Catholic Spain but was persuaded by testing that Spaniards wouldn't be offended.

Only one of Spain's TV channels, Antena 3 in southern Spain, refused to run the spot. In fact, Mr. Casadevall pointed out, other TV channels and networks liked "Nuns"; Spain's state network Radio Television Espanola awarded the spot its Grand Prize for a TV commercial earlier this year.

"This year has surprised us because we have grown so fast."

Casadevall Pedreno opened with an advantage last year. Mr. Casadevall, 42, and Salvador Pedreno, 47, general manager and marketing director, were already well-known in Spain for founding RCP in 1977.

They sold the agency to Saatchi & Saatchi Advertising in 1987 but became increasingly unhappy at being part of a multinational agency group and dealing with Saatchi's international management. They left in 1990 and took a one-year enforced sabbatical until their non-compete agreement ended.

During the year off, the two men wrote a book about their work in advertising, worked on the script for the opening and closing ceremonies of the upcoming Summer Olympics in Barcelona and traveled, Mr. Casadevall said.

After opening their new agency, they quickly picked up accounts for the Cruz Verde subsidiary of Sara Lee Corp., Nabisco, Spanish department store chain Galerias Preciados, Spain's Fagor appliance company, Fujitsu and others. Some clients, such as Cruz Verde, were previously at the RCP Saatchi & Saatchi agency.

"This year has surprised us because we have grown so fast," Mr. Casadevall said. The agency opened a 15-person Madrid office in June, much earlier than originally planned, in addition to the 35-person agency in Barcelona, he said. Billings are about $100 million.

Casadevall Pedreno sent eight people from the agency to Cannes last month. As soon as Messrs. Casadevall and Pedreno knew they were going to win the Grand Prix, they phoned home, and the rest of the staff rushed to southern France in time for the awards ceremony and all-night fiesta.

In addition to the Grand Prix, the agency picked up a Gold Lion for a Galerias department store campaign depicting a silkworm inching across the TV screen as a variety of products made of silk are displayed; a Bronze Lion for a spot featuring a Fagor washing machine and a huge stack of laundry representing all the dirty clothes of a Spanish family for five years; and another Bronze for a spot for the Red Cross.

Traditionally, most Spanish agencies have been based in Madrid, but Barcelona is growing in importance.

Another Barcelona agency, Pongiluppi & Guimaraes, picked up a Gold Lion at Cannes for the low-budget spot "Espana '92" for Isdol, a headache remedy.

The commercial opens with the voice-over that many events are taking place in Spain this year. Several are then shown, including footage of a pavilion burning down at Expo '92 in Seville, and of an event commemorating the 500th anniversary of Columbus' voyage to the New World, in which a huge boat sank. The spot then explains that there are still many more events to come in Spain this year and recommends Isdol. □

Laurel Wentz

Casadevall Pedreno & SPR's Luis Casadevall, Salvador Pedreno and Jose Maria Piera celebrate their agency's Grand Prix win at Cannes. The award was given for "Nuns," at right, a spot for Talens rubber cement.

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DDB Needham snares most Lions

By Nancy Giges

Chairing the jury at the International Advertising Film Festival at Cannes apparently doesn't hurt an agency's chances of winning.

This year, with DDB Needham Worldwide President-International Bernard Brochand as president of the film jury, his agency network garnered 22, or 12.9% of the 171 awards at the festival June 22 to 27. A total of 127 Gold, Silver and Bronze Lions plus the Grand Prix were awarded for commercials, and 42 Lions plus a Grand Prix in the first print contest.

Second-highest winner was Saatchi & Saatchi Advertising, with 11 Lions, followed by McCann-Erickson Worldwide and Young & Rubicam with 10 each.

Because of how the voting works, it's coincidental that the biggest winner was DDB Needham, said Anne Marie Marcus, senior VP, Screenvision, the U.S. representative of the festival.

"We make a point of having all [major] networks represented and no more than one juror from a network," she said.

This year, the most Gold Lions awarded to one agency went to TBWA, which won three. The most Silvers went to DDB Needham, with five; that agency also won the most Bronzes, with 10. McCann and DDB Needham won the most print awards with five each. Only one level of print awards was given.

Neither BBDO, Euro RSCG, nor Leo Burnett Co. recaptured their spot among the top award winners from last year. Taking their places on the list were TBWA, with nine Lions; Dentsu with six Lions, and Ogilvy & Mather Worldwide with five Lions. □

Top Lion winners by agency network

Network	TV/CINEMA COMMERCIALS Gold	Silver	Bronze	PRINT —	Total
DDB Needham	2	5	10	5	22
Saatchi & Saatchi	2	2	6	1	11
McCann-Erickson	2	1	2	5	10
Young & Rubicam	2	3	2	3	10
Backer Spielvogel Bates	1	2	4	2	9
TBWA	3	2	1	3	9
Dentsu	2	2	2		6
Lowe International	1		3	2	6
Ogilvy & Mather	2		2	1	5

Source: Advertising Age and International Advertising Film Festival

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Dead's Garcia designs tie collection

NEW YORK—Jerry Garcia, lead guitarist and vocalist for the Grateful Dead, has tied up a deal with Stonehenge Inc., a marketer of men's neckwear.

Mr. Garcia, who's also known for his limited-edition artwork (he was a student at the San Francisco Art Institute before rocking onward), has translated his sketches into a tie collection.

Garcia

Stonehenge executives saw Mr. Garcia's artwork last year at a showing in SoHo and came up with the idea. The ties, about $28.50 each, will be launched in Bloomingdale's New York on July 11.

Advertising will take the form of blurbs in the Bloomies Diary that tops the store's newspaper ads. Mr. Garcia's artwork will go on sale July 9 through Bloomingdale's corporate gift service.

"A generation of people knows and loves Jerry Garcia and his music but are not as aware of his extraordinary talent as an artist," said Michael Gould, Bloomingdale's chairman-ceo. "With the introduction of his tie collection, his fans can appreciate Jerry's visual talent as well as his music." □

Satisfaction

(Continued from Page 3)

bit of difference," Mr. Cunningham said.

Chrysler's program to train 100,000 people, which began last week, was developed by Ross Roy Communications, Bloomfield Hills, Mich., which in January hired Luis Martinez as VP-group account supervisor to direct the training process. Mr. Martinez had been senior VP at Sandy Corp. and was involved in the Infiniti customer-care program.

The major obstacle to overcome is an attitude by dealership employees "that customers are sort of the enemy, the people who are going to make [their] day kind of difficult," Mr. Martinez said.

Sandy's Mr. Ketchledge said automakers that pay more attention to customer service realize it makes good economic sense.

"It costs you five times as much to get a new customer as to keep an old one," he said. "A lot of companies are looking at the effort to take care of customers as a marketing program, every bit as much as advertising."

Saturn has used advertising to convey its concern for customers, notably in a TV spot that detailed how a customer service representative traveled with a new front seat to an Alaskan fishing village to repair a customer's car. Hal Riney & Partners, San Francisco, is Saturn's agency.

Infiniti regards customer service as "an additional part of our product line," said Bill Bruce, VP-general manager. In its summer campaign, Infiniti recently began pushing such benefits as a roadside assistance program and loaner cars for service appointments.

One commercial from Hill, Holliday, Connors, Cosmopulos, Marina del Rey, Calif., shows the lengths Infiniti will go to to guarantee customer satisfaction. It follows a couple whose car runs out of gas while driving through the desert. After placing a call on the cellular phone, standard with the car, a helicopter comes out to rescue them.

How Power ranks car companies

Results of the 1992 J.D. Power & Associates Consumer Satisfaction Index. Power surveyed customers about product quality and service.

Rank		CSI score
1	Lexus	179
2	Infiniti	167
3	Saturn	160
4	Acura	148
5	Mercedes-Benz	145
6	Toyota	144
7	Audi	139
8	Cadillac	138
8	Honda	138
10	Jaguar	137

Source: J.D. Power & Associates

GM's Chevrolet division recently began providing a 24-hour roadside assistance program to new car buyers and is advertising it for the first time in a West Coast regional campaign from Lintas:Campbell-Ewald, Los Angeles.

A 30-second spot for the Chevrolet Lumina sedan shows the car traveling on a desert road past typical tourist traps as the voice-over mentions the "protection" of the warranty, anti-lock brakes and roadside assistance program.

Chrysler is trying to decide how much to tout its customer service. Corporate agency Bozell, New York, has been working on developing a theme that conveys the stepped-up commitment to service.

"We don't know if we want to blow our horns about this," Mr. Cunningham said. "The one thing we see today is that customers like to have their expectations exceeded."

Corporate advertising will discuss the customer service program "to some degree," Mr. Cunningham said, but he added, "We're not going to yell about this thing. To the doubting Thomas who had a bad experience, I don't know if it's believable."

Good word-of-mouth would be more convincing than advertising, he said.

"Younger buyers are a lot less willing to put up with quality or service that isn't up to snuff," said Gun Dukes, a J.D. Power researcher. "Anything that impacts on time," such as a lengthy wait in a service department or a need to return a second time for a repair, causes an especially negative reaction from time-stressed baby boomers and younger buyers, she said.

A new spot featuring Infiniti owners receiving assistance by helicopter illustrates the company's customer-service bent.

"There's more of a difference between nameplates in customer service than in product quality, Ms. Dukes said.

"Having a good, solid car is just the price of entry," she said.

Saturn's strategy of aggressively pricing its models, and then encouraging its retailers to stick with the established price, has done a lot to "take the hassle out of the car buying experience," said Thomas Shaver, Saturn's director of consumer marketing.

Manufacturers can't legally force dealers to follow a no-haggling policy, but they're developing more programs that encourage it.

Ford Motor Co.'s Ford and Lincoln-Mercury divisions are running a one-price strategy on the entry-level Ford Escort and Mercury Tracer. Ford equips the cars with option packages including items such as air conditioning and rear window defrosters, and sells the cars for the same price across different body styles.

Implementing better customer care is a challenge for a company like Chrysler, with nearly 5,000 existing dealers.

One incentive Chrysler is using is hard cash. Since April 1, the company has linked vehicle incentive payments to customer surveys on dealership performance. Previously, sales results determined those payments. Chrysler paid out $14 million to dealers last month under the program, one executive said.

Chrysler is also telling dealers that the retailers with the highest customer satisfaction scores need to spend much less on advertising —$220 per car vs. $647 per car.

"People will pay more today to get good service without a hassle," Mr. Cunningham said. □

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